DOCUMENT RESUME

ED 073 804 LI 004 252

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TITLE	The Iranian Documentation Centre.
PUB DATE	71
NOTE	26p.;(12 References)
EDRS PRICE	MF-$0.65 HC-$3.29
DESCRIPTORS	*Documentation; Foreign Countries; *Information Centers; Information Science; Information Services
IDENTIFIERS	*Iran; Scientific and Technical Information

ABSTRACT

The purpose of the Iranian Documentation Centr (Irandoc) was to collect that portion of the world's literature which was pertinent to Iran's research interests, to organize that material, and to promote its use by Iranian researchers. Stated more succinctly, Irandoc's purpose was to obtain ready access to the world's scientific literature in order to improve Iranian research projects. Stated in still another way, Irandoc was (1) building the national science and social science library, (2) providing documentation level services for it, and (3) participating in regional and international information networks. In carrying out these purposes, the Centre collected current book, periodical, document, and report material, organized it, and brought it to the attention of Iranian researchers for use with specific projects. Irandoc's goals included service to the following users: university faculty members, university students, industrial research and development centers, industrial production units, business firms, hospitals, research institutes, government ministries and agencies. In its first three years, Irandoc provided service to these groups plus physicians, engineers, agriculturalists, scientists, chemists, lawyers, educators, economists and others. This paper is a history and description of the establishment and early existence of Irandoc. (LI 004244 through 004251 and LI 004253 through 004267 are related.) (Author/SJ)

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THE IRANIAN DOCUMENTATION CENTRE

Origin.-- The original thinking concerning an Iranian scientific documentation centre was carried out by three people, independently, and at different times. Mervyn Smith, Central Treaty Organization Scientific Secretary in Tehran, began to speak about such an idea around 1965. He had seen technical information activities at the British Atomic Energy Centre in Harwell, where he had been a senior physicist, and had visited both the Pakistan National Scientific and Technical Documentation Centre and the Scientific and Technical Documentation Centre of Turkey in the other two local Cento countries. Since he had a strong interest in scientific information problems, it was natural that he should recommend such an information organization for Iran. Certainly, Dr. Smith should be considered the Iranian Documentation Centre's grandfather.

In 1966, the head of the Iranian Centre for International Conferences, Mehdi Boushehri, became interested in the national documentation centre idea. He commissioned a subordinate's trip to visit French documentation centres and his preparation of a French language report recommending the establishment of such a centre for Iran. The report was completed in early 1967, but its implementation was delayed indefinitely for the lack of suitable quarters and staff.

In late 1967, John F. Harvey, Chairman, Department of Library Science, Faculty of Education, University of Tehran, on a visit to Manuchehr Gangi, Director, University of Tehran Centre for International Affairs, discovered the Boushehri report and discussed it with Gangi who had encouraged Boushehri's interest in the subject. Harvey suggested that they meet again soon with Dr. Smith and Mansour Farzami of the U. S. Fulbright Commission present. At that meeting, the matter was discussed in some detail, the desirability of its additional exploration agreed on, and Harvey offered to prepare a memorandum on the subject. With some advice from faculty members and students, Harvey prepared a memorandum describing and proposing establishment of a new Iranian scientific documentation centre, nicknamed Irandoc. This memorandum used suggestions from the Boushehri report, ideas from Dr. Smith, from the writer's own understanding of Unesco-sponsored Asian documentation centers, and from the newer American information science developments. Revisions were suggested by Dr. Smith and Ali Sinai, University of Tehran School of Public Health Library. A few weeks later, this eight page, single spaced memorandum was sent to Majid Rahnema, Minister of Science and Higher Education. At that time, the spring of 1968, the Ministry was new and Dr. Rahnema was interested in ways to make it of greater service to

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the Iranian people. Only a few weeks after, a memorandum describing and proposing an Iranian library book processing centre was written and sent to the Minister, also.

Immediately, Dr. Rahnema liked both ideas. He was eager to start both centers as soon as possible. Several discussions were held in his office to clarify the concepts, to resolve problems, and to lay initial plans for getting the centres started. Eventually, after a final exchange of memoranda to clarify contractual and staffing arrangements, Harvey agreed to resign from his Fulbright Professorship at the University and come to the Ministry to start the two centres. So, on Mehr 1, 1347 (September 20, 1968) Harvey and Sinai, who was named the Iranian Director, went to the Ministry and started work. This, then, was opening day for the organizations which were soon to become two of the three largest and most influential libraries in Iranian history.

In order to understand Irandoc fully, it is necessary to read both this paper and the separate paper on the Tehran Book Processing Centre, Tebroc, since certain items affecting both organizations are discussed in that paper only.

Purposes.-- The Iranian Documentation Centre's purpose was to collect that portion of the world's literature which was pertinent to Iran's research interests, to organize that material, and to promote its use by Iranian researchers. Stated more succinctly, Irandoc's purpose was to obtain ready access to the world's scientific literature in order to improve Iranian research projects. Stated in still another way, Irandoc was (1) building the national science and social science library, (2) providing documentation level services for it, and (3) participating in regional and international information networks. In carrying out these purposes, the Centre collected current book, periodical, document, and report material, organized it, and brought it to the attention of Iranian researchers for use with specific projects. Irandoc's goals included service to the following users: university faculty members, university students, industrial research and development centers, industrial production units, business firms, hospitals, research institutes, government ministries and agencies. In its first three years, Irandoc provided service to these groups plus physicians, engineers, agriculturalists, scientists, chemists, lawyers, educators, economists and others. ~~Service was given by mail, local or long-distance telephone, or in person.~~

Within the Asian context, Irandoc's goals and plans were relatively sophistica-

ted since they included computer use, a strong book and serial publication program, a major national ~~multi-subject social science~~ research library, as well as ~~extensive~~ modern documentation ~~level~~ service. Both the Indian and the Pakistan national documentation centres were attempting to carry out broad programs, also, but even they were not attempting to provide the fast, intensive, and high quality documentation level service which made Irandoc distinctive and its task complex and difficult. It had western goals but attempted to carry them out in an eastern context.

All ministries, universities and many business firms were to be encouraged to use the Centre's services in lieu of establishing their own information centers. University departments could use Irandoc as a resource centre to supplement their inadequate libraries in supporting research and instruction programs. Where full cooperation could be obtained from other organizations, Iranian facility duplication could be avoided. The program to stimulate cooperation among research libraries was an important part of Irandoc's plans. Unfortunately, instead of dissuading other organizations from establishing their own centres, probably Irandoc had the unintentional effect of encouraging imitation, at least in name, several new documentation centers developing in Tehran after Irandoc was well started.

In its early months, the Centre made excellent progress in securing acceptance of its goals by Ministry officials. After its transfer to the Institute for Research and Planning in Science and Education, more difficulties were experienced, though the goals remained unchanged. Institute personnel had had no experience with the ideas represented and had little interest in public service. Launching programs with their approval required a great deal of discussion and explanation, often over a period of months, and not all of the programs were approved or started. It was considered possible that the goals would be modified somewhat as the Centre acquired more experience and maturity.

Irandoc Quantitative Goals

	1971		1981	1991
1. Circulation per day	50	volumes	500	2000
2. Reference questions answered per day	20	questions	100	300
3. Serials: titles received	10000	titles	15000	25000
titles received by gift, exchange	3000		6000	12000
4. Total size of collection	50000	vols.	300000	600000
5. Total staff: Professional	40	persons	80	90
Sub-professional	30		60	120
Non-professional	50		100	170

	1971		1981	1991
6. Total budget: Salaries				
Professional	120000	tomans/ month	360000	450000
Sub-professional	60000		150000	360000
Non-professional	50000		130000	272000
Materials	3000000	tomans/ year	6000000	10000000
Other	750000		750000	1200000
7. Serials published	4	titles	6	8
8. Abstracts made per month	200	abstracts	600	1200
9. Monographs published per year	5	titles	10	20
10. SDI projects in effect	10	projects	200	500
11. Users per day	100	persons	1000	4000

In February 1971, Irandoc was far from achieving its quantitative goals. Perhaps it was closest to the figure for subprofessional staff members, with twenty, and to its publication goals, two serials and 3-4 monographs being published each year.

The System Concept.-- In the modern information system concept, so much discussed in the western world, each participating organization was expected to be closely connected and coordinated with all of the other organizations in the system. All facilities, collections, responsibilities and services were to be shared. According to an agreed-on plan, specialization was to be encouraged and overlapping functions eliminated. Efficient and frequent communication between all system units were required to keep it running smoothly and to keep goals clearly in mind.

In line with western system concepts, Irandoc was planned as the keystone in a West Asian system of information centers having similar purposes but serving different countries. These centers were expected to specialize by subject and build collections in depth according to their national interests, commercial and industrial emphases. For example, Iran was expected to specialize in petroleum engineering and the carpet industry, Pakistan in atomic energy, the UAR in irrigation and land reclamation, etc. This specialization was expected to extend through the book and serial collections to staff composition and would surely affect center use. Cooperation and specialization would influence industrial research center emphasis and location, also. Eventually, these centers were expected to communicate by telex, on line computer and facsimile transmission lines.

This West Asian information system was expected to involve India, Pa-

kistan, Iran, Turkey, Israel and the UAR, with connections to the USSR, Europe and the Americas. All of these countries had national scientific documentation centers. Obviously, the political situation forbade consideration of such a system in 1971, except in the three Cento countries, Iran, Pakistan and Turkey. When conditions became more favorable, cooperation would be extended to all West Asian centers and systems concepts and practices discussed with them.

The first formal step toward regional cooperation and coordination was taken in April 1970 with the Tehran four day conference of representatives from the three Cento area documentation centers, Pansdoc, Turdok, and Irandoc. Fifty people attended the sessions of the First Southwest Asian Documentation Centre Conference held under Cento sponsorship. Two delegates each came from Pansdoc and Turdok. In the introductory talks, a detailed introduction to each centre was given to the group. Tours of local centers were provided, and a dozen resolutions were approved for action. The secretariat of the conference, located at Irandoc, endeavored to carry out these agreements. The proceedings were scheduled to be published in 1971, and the next meeting of the group was scheduled for the Fall 1971, again under Cento sponsorship, in Dacca.

Cooperation was carried out with other countries by mail thru inter-library photocopies, serial subscriptions, and literature searches. Irandoc established cooperative relationships with numerous information centers abroad, such as the European Translation Centre, Delft; Defense Documentation Centre, Cameron Station, Virginia; Gmelin Institute in Frankfurt; VINITI, Moscow; Netherlands Institute for Information, Documentation and Registration, The Hague; THAIDOC; the Korean Documentation Centre, Seul; Centre National de Recherche de Sciences, Paris; the John Crerar Library, Chicago; The U.K. Lending Library for Science and Technology, Boston Spa; the Center for Scientific and Technical Information, Telaviv; and ASLIB, London. These centers became auxilliary material sources for Iran, so detailed knowledge of their holdings and services was necessary, as well as close working relationships. Union lists and union catalogs of foreign collections were obtained to provide quick access to their collections.

Within Iran, Irandoc started to form information networks, one for each major subject field. The size, availability, subject emphasis, and budget characteristics of each collection in a subject field were described, as well as the

communication facilities available between collections. An inter-library loan and photocopy mechanism was developed and put into operation. Eventually, the Iranian Information Network was expected to work closely together as a coordinated system to develop cooperative materials selection and purchase policies and capitalize on existing subject strengths. Irandoc's function was to serve as the nerve center and the resource center for the network.

While the system concept was easy to win initial acceptance for, in practice, organizations in poor but independent countries had difficulty cooperating extensively. Their competitive nature, precarious existance, and ever-changing budget picture discouraged development of the confidence and long term interest needed to work closely and successfully with other local organizations. Further, the barriers and distances between countries gave discouragment to such thinking and planning on a regional basis.

Administration. -- The Iranian Documentation Centre was affiliated with the Ministry of Science and Higher Education and formed part of the Institute for Research and Planning in Science and Education. The Ministry provided for the Centre a prestigious home, a relatively compatible and efficient staff, and activities closely related to those which the Centre planned to carry out. The Institute consisted of three major parts: Irandoc, Tebroc and the Research Policy Centre. Irandoc was dependent on the Institute central administration, computer facilities, personnel, financial, and business administration, and for supervision of its tea servers, janitors, drivers, and certain clerks.

Internally, Irandoc consisted of three departments -- Processing, Reference, and Publication -- and a small group of administrators, their secretaries and clerks. An Executive Committee coordinated departmental activities, and the three top administrators participated in the Irandoc-Tebroc Administrative Council meeting coordinating both organizations. The latter group recommended policy decisions to the Institute Director, who made all final decisions, and then supervised their execution. Each group was scheduled to meet weekly. Frequent conferences in the Irandoc Director's office supplemented these meetings.

An advisory council of academic, governmental and business leaders was expected to serve a liaison function with Iran's business and scholarly world and to assist in guiding Centre development. This group was discussed and

approved but not yet appointed.

Irandoc represented Iran in the International Federation for Documentation, American Society of Information Science, Institute for Information Scientists, Special Libraries Association, The Library Association and the American Library Association, as well as several other foreign professional information and social science organizations. Hossein Daneshi, Assistant Director, served on the FID Committee on Developing Countries. Foreign aid was received from Cento, the British Council, the Fulbright Commission, and the U.S. Information Service.

Some publicity was given the Centre through newspaper articles, releases sent to the foreign library press, radio and television shows, public discussion programs, and its own publications distributed and read in Iran and abroad. Without a collection of basic material, however, a strong public education and market development program could not begin. Such a program was needed before the Centre could realize its potential contribution to Iran. Irandoc planned to carry out a market survey to identify customers who could profit from information service in each subject field and to inform them about Irandoc's services. Printed and audio-visual literature was needed to publicize services. Survey findings could be expected to influence material selection and staff recruitment.

With the assistance of department heads, the budget was worked out by the Director each year. In its first full budget year, Irandoc had available $0.5 million or 37 million Rials, the largest Iranian library budget. In that first fiscal year, the staff raced the calendar in attempting to spend the entire budget, administrative restrictions slowing up much of its ordering. Various strategems were adopted to avoid failure to spend the budget, e.g., paying out a large sum to the government department store as an advance against equipment orders, and ordering much of the new material by air mail. Usually, about 45% of the budget was spent on materials, 50% on personnel, and 5% on equipment and supplies. Normally, about half of the materials budget was spent on serials. In the 1970-71 fiscal year, most of a reduced budget was spent on personnel with some allocation for serials, leaving very little for books. Spending was easier and budget limitations were felt much more often that year. Irandoc's purposes were so comprehensive that each budget amount was inadequate.

The Plan Organization accountant who supervised Irandoc booking provided

no statements, and information on financial balances at any particular time was difficult to obtain. Consequently, Irandoc had little financial control over its operations. Just as serious as the lack of money was Irandoc's lack of freedom to spend it without government ~~financial~~ delays and restrictions.

Other financial problems were numerous. For instance, it was very difficult to pay for foreign materials since only a small supply of foreign currency was available after the first year. Money saved by low Iranian book prices was lost to the postal expenses of foreign books. The lack of foreign currency in any form -- Unesco book coupons, bank account, credit, drafts, etc. -- was a major handicap.

Personnel. -- The staff was composed of librarians, professional level abstractors, bibliographers, editors, subprofessional college graduates, bilingual typists, clerks, printers, drivers, janitors and ~~the~~ tea servers. Typists as well as professionals were hired for their linguistic ability as well as their primary skills.

Akbar Etemad, Institute Director, had a Swiss doctorate in physics and Abdol-Rahim Ahmadi, Institute Assistant Director, was previously assistant director of the Plan Organization Statistical Centre. Ali Sinai was the Director of Irandoc. Part of the original agreement with Minister Rahnema specified that he would be hired for this position. Much of Irandoc's success was due to his administrative and personal abilities. He was a faculty member of the Department of Library Science, and, in 1970-72, he was president of the Iranian Library Association. The department heads included three experienced ~~senior-level~~ people. Hossein Daneshi, ~~head of the~~ Reference Department, was formerly Librarian, University of Tehran Faculty of Agriculture, Karaj. His transfer ~~from the University~~ soon after Irandoc started was ~~one of the~~ encouraging developments in early ~~personnel~~ recruiting. His doctorate was obtained in French literature at the Sorbonne, and his library science degree at the Diplome Supereur Bibliothecaire, Paris. Nurollah Moradi was head of Publications. He was formerly Publications Assistant to the Minister, and previous to that, an assistant at Franklin Books, Iran's leading publishing house. The Contents Pages' successful publication so soon after Moradi started work suggested his skill in organizing publication projects. Pari Etemadi, Processing head, a Pittsburgh graduate, was for many years Assistant Librarian, Pahlavi University Faculty of

Medicine, Shiraz, and previously a Reference Assistant at the University of Pittsburgh Library.

Other senior staff members included Mehrangiz Hariri, Assistant Reference Librarian, Mina Ashraf, Chief, Union List of Serials Project, Faranak Farnia, Assistant Reference Librarian, and John F. Harvey, Technical Advisor.

With nine professional librarians, Irandoc had the largest professional library staff, and with a total staff of 60-70, it had the second largest total library staff, in Iran. The combined Irandoc-Tebroc staff included fifteen professionals and 110 full-time people, one of the largest concentrations of information staff members in West Asia. The Irandoc staff included four persons with doctorates, eight with masters degrees, twenty with bachelors degrees, twenty five with high school diplomas, and seven maintenance men with less than that. Monthly salaries ranged from 600 to 800 tomans ($80 to $110) per month for tea servers and janitors, 1000 to 2400 tomans (with or without overtime) ($130 to $320) for bi-lingual secretaries and typists, 1400 to 2400 tomans ($185 to $320) for college graduate subprofessionals, 2000 to 2500 tomans ($260 to $330) for inexperienced Masters degree librarians, about 3500 tomans per month for masters degree department heads ($470), and 4000 to 4500 tomans ($530 to $600) for directors.

By sex, the staff included twenty two men and forty two women, and among masters and doctors degree professional people, four were men and eight were women. By age, almost none were above fifty, only a few were above forty, and most were in their twenties and thirties. In January, 1971, 81% of the staff had been on the payroll for eight months or longer, 20% lived in the suburbs, and 60% had home telephones.

In an underdeveloped country it was difficult to assemble a staff well qualified

for a modern and sophisticated information center. The number of information scientists available was zero. Such skills as abstracting and indexing were nonexistant, and the supply of librarians was quite small. Transferring librarians from other ministries was very difficult, though Irandoc did it several times. Only four staff members had had previous library experience when hired. ~~Only one Iranian librarian had an undergraduate science major and he preferred to teach in a high school.~~ Furthermore, very few of the people available had had the supervisory experience necessary for department headships. Staff language competence was good, French being easily available, and all of the professionals and subprofessionals speaking and reading English and Persian. However, only one or two staff members knew even a smattering of Arabic, German, or Italian, and no one knew ~~Spanish or~~ Russian.

Irandoc was more successful in hiring librarians than persons with strong subject or foreign language backgrounds, though recruiting soon began to concentrate in these areas. The prestige of a university faculty appointment and the scarcity of Iranians with strong backgrounds in two languages were two of the reasons for this lack of recruiting success. To some extent the bachelors degree subprofessionals represented the inservice training hope of the future. If they could acquire Masters degrees in library science or in their subject fields, or both, they could be moved into strategic positions in material analysis, service or administration. ~~One foreign Peace Corps Volunteer Librarian worked for one year.~~

Training professional staff members for an Asian documentation centre was difficult. Formal information science instructional programs were found in only a few European and North American countries. Irandoc carried out its local teaching function in several ways.. Three staff members taught part-time, at the University of Tehran Department of Library Science, Sinai, Daneshi, and Harvey. The Department of Library Science information science course was taught at Irandoc. Eight subprofessionals were graduate library science students.

Several less formal methods of educating staff members were used, also. Irandoc was co-sponsor of a monthly public lecture series for Tehran librarians. Visits to libraries and research centers abroad and attendence at information conferences were important to the educational program. Miss Hariri spent three months in Moscow learning how to provide industrial reference service. Daneshi spent two months in Europe observing information service. Sinai took a three week European trip to visit science libraries and participate in the Amsterdam

Medical Library Congress in 1969 and attended FID in Buenos Aires and another conference in Paris in 1970. Though he did not attend the conference, two of Sinai's papers were read at the 1970 American Society of Information Science Conference in Philadelphia. Although one or more staff members visited every documentation center in West Asia and India, closer contact was needed with the staff members of these centers. For subprofessional and clerical level staff members, an English-Persian course ~~and an introductory computer course~~ was ~~also~~ offered. Also, the Centre served as an internship training center for personnel employed eventually in other Iranian libraries.

Staff members participated in several conferences at home. In January, 1969, the University of Tehran sponsored a Workshop on Technical Writing, and several Irandoc staff members appeared on the program. Also, in May, 1969, the Cento Scientific Secretariat sponsored a meeting on book and library problems in its regional countries, and Irandoc was represented.

Many of the Centre's personnel policies were laid down by the Iranian government and others were developed by the Institute. The hiring routine was very involved, seven forms plus several interviews being required before the individual could be given serious consideration. Typists were tested against Institute standards before being hired. A semi-annual service evaluation was made of each employee and his strong and weak points discussed with him. Staff members were entitled to one month of vacation and ~~four~~ 2½ weeks of sick leave each year. Employees were paid by having money deposited to their accounts in the nearest National Bank branch. Annual pay raises, normally 5%, and Now Ruz bonuses, normally equalling three weeks of salary, were given to them in addition to monthly overtime allotments for which the maximum could equal 20% of the base salary. ~~A merit award was given every six months to an outstanding staff member. Winners were usually clericals or subprofessionals.~~ Hot tea was served free of charge twice a day to all employees at their desks and to visitors at any time.

Only full-time staff members were hired, almost none worked part-time, thereby eliminating a few available people. (except subject expert abstractors, ~~this rule was waived~~). Another unusual Irandoc-Tehroc rule covered working hours. Normal government working hours were about 8-1 six days a week, but Irandoc hours were 8-4, five days a week, Saturday thru Wednesday, with one hour out for lunch. Summer hours were 7-2, five days a week, with no time out. Lunch was served to those staff members who wished to bring their own food or to or-

der lunch from a nearby take out shop. Annually, the Centre published a staff directory. Early attempts to start an association for staff welfare and social life were unsuccessful, but several enjoyable staff picnics and parties were held.

Quarters. -- Since Deputy Minister S. K. Kazerouni worked closely with the two organizations in their initial two months of life, the first quarters were found in vacant offices near his administrative suite at 300 North Iranshahr. One of the early offices occupied was that of Dr. Mahmoud Ramyar who left soon after to become Vice Chancellor at Mashhad University. In November, 1968, Irandoc and Tebroc took over a ministry building in the southern part of the city near Foroushgah Ferdowsi, the government department store, where they stayed for the next four months. Though recently repainted, these quarters were old and primitive, as was the whole neighborhood, but in a picturesque part of the city, also. Proximity to the department store was useful during the Christmas and Now Ruz seasons. Irandoc had the building's second floor with offices around a central hall. Heating was a problem, the month of November passing before the proper kerosene and stove purchasing and installation procedures were worked out. Parts of the building were never well heated. Only one telephone line was available, and there was no reading room or stack area. The staff numbered three or four when the building was first occupied, 15-20 by departure time.

In March 1969, Irandoc and Tebroc moved to 24 Modiri Street at Khiabane Faroud, several blocks North of the U. S. Embassy, just North of Khiabane Karim Khan Zand and South of Maidane Sana'i. The Khiabane Modiri location was a convenient one with good transportation and the Ministry's headquarters only three blocks away. Like most Tehran public buildings it was designed to serve either as an apartment house or an office building. The building was about ten years old and was located in a new, clean, and quiet neighborhood.

The 3200 square meter Modiri building faced East, had dull red and gray tile floors and green plaster walls. Its facade was attractive and modern, and small grass plots bordered the south wall and the outside front steps. Bi-lingual signs identified the two Centres which it housed. Strings of colored lights formed a necklace in front from the second floor to the roof. The building was shaded by blue and green drapes on the East and South sides. There were almost no West windows, because

the wall of a private house abutted on the West wall. Several water coolers were connected to fans and vents to cool the three suites of rooms on each floor. Central oil heating was used in the winter with a radiator in each room. Except for the lobby area, the building was cooled and heated relatively well, though in observing government regulations, heat was turned on November 22nd and off April 21 each year. The rental price was 15000 tomans ($2000) per month.

There were no closers for most of the thin plywood doors so loud slamming was common in the summer as air currents changed. Telephone switchboard service seemed consistently poor. Most building lighting was incandescent, a bulb hanging from the ceiling, but flourescent ceiling fixtures were installled in several rooms. Certain needed remodeling changes were never carried out, such as western style toilets. In each room hung a picture of Their Imperial Majesties. Irandoc had the third floor for offices and the basement for car and furniture storage as well as print shop quarters.

As Irandoc continued adding staff members, by the end of 1969 it was quite crowded and consequently work productivity was reduced. Staff members were located in halls not designed for office use or else packed in rooms at triple capacity. Even the building's attic was used as a storage place for boxes. Fortunately, in July 1970, the Ministry Students Affairs Office moved to its own building and gave Irandoc and Tebroc all five building floors. So, Tebroc's Catalog Department, Bibliographic Centre and Union Catalog took the fourth floor, Tebroc's Acquisitions Department and administration the third floor, Irandoc Processing and Publication Departments and its administration shared the second floor, the Irandoc Reference Department and shelving area occupied the first floor, and the print shop, garage, storage area, furnace, switchboard, and night guard's living quarters occupied the basement.

In May, 1971, Irandoc and Tebroc moved to a large new seven storey building on the busy corner of Khiabanes Kakh and Shahreza, near the University which they shared with the other center of the parent Institute for Research and Planning in Science and Education. Irandoc occupied the basement, first floor, a few offices on the second floor. A separate and adjacent building was contructed for the print shop. The basement contained a reading room seating one hundred and a stack area for 45000 volumes.

Speaking more generally, there was never any doubt but what Tehran was the ideal

location for Irandoc. It contained all government ministry headquarters, the nation's two largest universities, most of its research institutes, and most of the supply of qualified professional staff members.

Equipment. -- One of the original concepts approved by the Ministry was that of requiring heavy use of modern equipment to insure accuracy, speed, and comprehensive information coverage. An early piece of equipment purchased was a telex console. Telex communication facilities were needed between this Centre and others throughout the world to speed short messages accurately. However, there was a long delay in connecting the console to a telephone line and to the Tehran PTT switchboard, since there was no free line space available. Some planning for computer use was carried out and several staff members received an introduction to this field. The Union List of Serials was key punched on the magnetic tape typewriters shared with Tebroc. Temporarily, computer facilities were used at the Plan Organization Statistical Centre, but Irandoc planned to share computer facilities with the parent Institute, eventually. When that time arrived, these facilities would be available to other Iranian libraries for their record-keeping and document retrieval, also. Other data processing projects were held up until the staff and the necessary equipment could be obtained. Facsimile and closed circuit television transmission awaited installation of telephone lines which would handle this communication level reliably to provincial university cities.

Equipment and supplies were purchased in quantity but not without difficulty. A metal map case, metal book supports and pamphlet boxes painted pastel colors were made locally in quantity to Irandoc specifications. A Gestetner mimeograph machine was used for office duplication, and a Gestetner offset was the print shop's only printing device. Numerous IBM Selectric Latin, Triumph manual Persian, Olivetti electric Persian, and Olympia electric and manual Latin and Persian typewriters were used. Phillips and IBM dictating machines were available, also. Brown metal office desks, straight, easy, and steno chairs, and vertical files were used. Kardexes were purchased from local suppliers of British office furniture. Some audio-visual equipment was purchased, 16mm and 8mm film projectors, opaque and overhead projectors, a 3M microfilm and microfiche reader-printer, and a filmstrip projector. Kitchen equipment included two electric refrigerators, a samavar, gas burners, and a large supply of cups, saucers, and plates.

Materials. -- The Iranian Documentation Centre's subject scope covered all of the sciences, technology, and the social sciences. Only history and the humanities were omitted. Subject coverage was defined carefully in terms of the Library of Congress classification, the depth of interest of Iranian scholars, and allocations of coverage responsibility made. For each subject field, a decision was made between (1) no collection, (2) an introductory basic collection, (3) a substantial collection adequate to support undergraduate majors, and (4) a comprehensive research collection. Irandoc attempted to follow Iranian research and teaching interests closely. The subject fields with strongest emphasis were medicine, agriculture, law, engineering and business, with the pure sciences and social sciences, and such fields as geography and astronomy, much weaker. Use was principally in the applied, not the pure sciences. Coverage was influenced by the presence of other substantial Iranian collections.

Normally, an information centre was planned to cover a small and narrow subject field very intensively, such as air polution, landscape architecture or auto industry labor relations, but Irandoc was assigned a very wide scope with varying but generally high degrees of intensity. Obviously, a large materials budget was needed to carry out this assignment successfully.

All types of material were collected: monographs, serials, trade catalogs, dissertations, government documents, patents, standards, and technical reports. Non-book material, films, filmstrips, records, tapes, and microfilm, was col-

...members. Emphasis was on Persian literature in the social sciences and technical and service interests.

Material was available in many languages, but emphasis was placed on Persian first (15%), then English (78%) and French (5%) and lastly, a few materials were purchased in Arabic, German, and Russian (2%). The initial material selection program was comprehensive, but reference material, bibliographies, indexing and abstracting services, as well as serials of all kinds received first priority. Material was purchased from many countries. Coverage of current Iranian publications was comprehensive. Materials from the USA, UK and France were purchased heavily, but material from other Asian countries was often difficult to identify or else in a language not widely read in Iran, so purchase was selective. Most Asian material was purchased in English. Even Afghan material, mostly in Persian, was difficult to identify and locate. South American and non-English Oceanic material had little interest. On the other hand, Australian, Canadian, New Zealand and South African material was of some interest because of its language. International and scholarly material was emphasized.

An arbitrary decision was made to select very little retrospective material because of the wide scope of subject coverage required and the modest budget available. However, in certain cases, for important titles, serials were acquired back to 1960, and for essential indexing and abstracting titles, several entire sets were obtained. Serials indexed widely were emphasized. Since the use of foreign currency was difficult, many free or exchange serial titles were obtained. Material was preferred on paper rather than microfilm, because of the relatively inexpensive binding available here. Some popular material was purchased because it was easier for Iranians to read and understand than more abstruce material. Aside from Iranian government publications and certain important series from the USA, UK, and West Asian countries, Irandoc collected few documents from other countries because their document selection tools were not yet being received, or else did not exist, or the material was thought not to be useful here. The collection will not be fully used for 10-20 years.

The Faculty of Education collection of library and information science material was useful in Irandoc's early days. Many of its bibliographies as well as those of the USIS Library were checked in early book selection. There was little or no Iranian secret material of scientific interest so confidential files were not a problem, but political book selection censorship always required consideration. Material selection was carried out by librarians and reference biblio-

graphic assistants to whom were routed selection tools. Ulrich, Koltany, The Standard Periodical Directory, New Serial Titles, and many other serial bibliographies were checked for serial selection.

In the first two and a half years of existance, subscriptions were placed for 4000 serial titles, a larger number than any other Iranian library received. $200000 was spent on materials in the year 1969-70. In early 1971, shelf space occupancy totaled about 16000 volumes, most of them unbound serials, 1969 to date. Only about 3000 volumes of books were available, but another 6000 volumes were awaiting cataloging in Tebroc. Newspapers were available from Paris, New York, Kabul, Karachi, Tehran, London, Berlin, and Rome.

An exchange program was started, and arrangements were made with 300 scholarly organizations to trade materials. Irandoc offered ten serial series for exchange:

a) The Contents Pages Bulletin
b) The Abstracting Bulletin in Farsi or English
c) The printed Iranian National Union Catalog
d) The Irandoc Reference Manual Series
e) The Union List of Serials

And several series from other sources,

f) The National Library Bibliography
g) The Tehran Book Society Annual Bibliography
h) The Tehran Book Society Ten Year Cumulated Bibliography
i) The Tehran Book Society periodical, Rahnema Ketab
j) The periodical, Iranian Library Association Bulletin.

The Processing Department. -- The Processing Department consisted of one professional librarian as chief, ten subprofessional assistants, four bi-lingual typists and one clerk. Processing consisted of two sections, books and serials, each with a pool of typists. For serials, the Processing Department carried out all acquisitions functions. Thirteen kardex cases were used for serial record keeping. Records for Latin and Persian serials were kept separately. One assistant worked [illegible] full-time with gifts and exchanges and with the Iranian Duplicate Exchange Union. In 1970-71, she sent out 1300 requests for free and exchange material and mailed 650 pieces to libraries abroad. Normally, the exchange collection contained about 1000 items. The exchange lists of the National Lending Library of Science in Boston Spa and of the Medical Library Association were checked regularly.

regularly for material. Two Irandoc exchange lists were distributed to Iranian and foreign libraries.

Three other assistants were concerned with proper kardex entries, processing new material, entering each day's mail in the kardex, and claiming. In December 1970, the volume of mail was running 200 serial pieces per day plus 25 letters, invoices, etc. When serial material arrived, it was checked into the kardex, then stamped for ownership. Material overdue was claimed by air mail, ten foreign and three local claims being mailed out each day in 1970-71. Replies were received to 25% of the foreign and 52% of the local claims. The assistant handled all serial ordering and another all financial records, $35000 being spent on subscriptions in 1970-71. Serials were ordered thru several foreign jobbers:

Japan Publication Trading Co. Ltd., Tokyo, Japan.
Ebsco Subscription Agency, North Birmingham, Ala., 35203, USA.
Mayfair Subscription Agency, Teaneck, New Jersey 07666, USA.
Robert Maxwell and Co., Ltd., London, W. 1, England.
Everett and Son, Ltd., London, E. C. 4, England.
Conrad Behre, Buchhandelung, 2000 Hamburg, Germany
Swets and Zeitinger, N. V., Amsterdam, Holland
Central News Agency, New Delhi 1, India.
Association Publishers and Subscription Agents, Karachi, 3, W. Pakistan.

Binding was done in full buckram by hand by a local commercial binder. Recently, a print shop staff member was set up with the proper tools so he could do part of the binding, also.

The book section consisted of three subprofessionals and one typist. It accepted marked book selection lists from the Reference Department, searched for duplication and completeness of order information, typed order cards and sent them to Tebroc. Most of Irandoc's book acquisitions, all of its cataloging and classification, and most of its preparation for the shelves were carried out by Tebroc. After Tebroc processed them, the books were sent to the book section for checking in and shelf listing, then sent to the Reference Department for shelving and circulation. In addition to various bibliographic tools, a complete file of books ordered was kept on cards. The book section maintained the Irandoc shelf list, filed and edited the public dictionary catalog in the reading room, and maintained the series authority file. Irandoc used Library of Congress subject headings, and the Anglo American Cataloging Rules, with Persian adaptations. Library of Congress printed cards were duplicated by Tebroc and used for Latin language titles, and Tebroc original cards were

used for Persian titles.

Irandoc used a variety of material organization systems. The Library of Congress classification system was used for books and serials. However, since Tebroc had not yet started to catalog and classify periodicals, Irandoc arranged all perio-

dicals alphabetically by title. Tebroc cataloged some continuations which were checked into the kardex, also. Iranian government publications were arranged by ministry. Iranian theses were being arranged by the UDC Classification. The vertical file was arranged alphabetically by subject. Maps were arranged by area. Eventually, audio-visual materials will be cataloged, but ~~were~~ arranged alphabetically in cabinets for the moment. The UDC system was studied closely and will be used eventually in the Abstract Bulletin.

The Centre's thesaurus of descriptors has not yet been developed. However, several thesauri were assembled from other sources to be used in contributing to it. ~~Irandoc's own thesaurus.~~ Among them were the thesauri of the Library of Congress, Public Administration Clearing House, Engineers Joint Council, and Case Western Reserve University.

The Reference Department.-- Although not all user services were provided during the Centre's tooling-up phase, the following were the services in which Irandoc was interested ~~in providing~~ and the progress made toward providing them:

(a) Photocopy service. This was one of the first and most popular services to be provided. An Apeco photocopy machine was purchased four months after Irandoc started. As well as copying internal documents, ~~library numbers~~ photocopies were provided for many users who did not necessarily use other Centre facilities and who might bring along their own material for copying. In 1970, a floor model Japanese Minolta Fax machine was purchased and put into operation. It averaged 250 pages copied per day. Five Rials (7¢) per page was the charge. The Apeco was available in Tebroc as a back up machine.

(b) Microfilm copy service. This service was not started, but equipment was ordered for it. Microfilm copies were obtainable from the University of Tehran Central Library.

(c) Retrospective literature searches. Literature searches were a normal and daily feature of most active information centers, and Irandoc was no exception. Most searches were conducted by the Centre though others were available for purchase from foreign sources. After 1969 many Irandoc searches were made, perhaps an average of 2-3 each week, and some of them were scheduled to be published and sold. Most of the searches were made by a Bibliographic Assistant who went thru a foreign abstract or indexing journal and copied down a list of pertinent items. Such sources as Science Citation Index, Biological Abstracts and Chemical Abstracts were used in many searches. Normally, ten to one hundred items were listed in each bibliography. Eventually, the Centre planned to conduct many of its literature searches by

using a computer tape of indexed citations produced by a foreign organization. In the meantime, either directly or thru the Centre for Scientific and Technical Information, Telaviv, Irandoc planned to use such tape collections by mail as a subscriber without purchasing the tapes themselves.

(d) Translation Service. Translation facilities were needed to convert all major modern languages into Persian, and vice versa when necessary. Many requests were received from users and staff members for translation service, and some ~~compilation~~ service was given. Locating Iranian translators who knew English and Persian well plus a science subject field and were willing to work full-time for an Irandoc salary was difficult. Another problem was the Institute Director's fear of criticism of translations made by incompletely qualified translators, so, no public service was provided after early 1970. Nevertheless, three full-time translators were hired at three different times. Each one was busy, primarily with internal translations, particularly for the Abstract Bulletin. At other times, no staff translator was available.

Translation centers in the United Kingdom, USA, The Netherlands, and Germany had thousands of translations on file, and Irandoc subscribed to their indexes. Purchase of existing translations was always possible, and though few were available in Persian, many were available in English or French. Also, translation journals which reproduced entire Russian technical journals were purchased from the USA and the UK.

(e) Browsing service in the shelving areas. Open shelf browsing service was provided for both books and serials following the move to Khiabane Modiri. Two people per day took advantage of it.

(f) In-person reference service was provided from the first day of operation. An average of one reference question was answered each day after January 1970. Reference books in several languages plus serial indexes were used to answer these questions. Many of Irandoc's reference sets and indexes were unique in Iran, e. g., Dental Abstracts and Dissertation Abstracts. Others were the only copies available in Tehran or at least to the general user.

(g) Book circulation service was started with the move to the Modiri building. Membership cards with photographs were issued to students, faculty members, government employees, researchers, and others free of charge, about 200 in the first two years. Books were circulated for two weeks or for two hours on reserve. Serials, reference books and indexing services were not circulated. The circulation level was very low, about one charge per day.

Audio-visual projection service was provided for the public, also, on a very small scale.

(h) Inter-library loan service. In 1969 Irandoc adopted Iran's first inter-lib-

rary loan code and began a pilot project in which it agreed to coordinate all inter-library loan requests for fifteen leading research libraries. The code was modeled after European and American codes. Irandoc agreed to pay for any lost material. In the first eighteen months, thirty loans and sets of photocopy requests were processed for ten libraries.

(i) Referral Service. Since Irandoc had few materials, referral service was given frequently. With the Iranian National Union Catalog and the Iranian National Union List of Serials located in the building, referral service was simplified greatly. The Iranian Information Network planned heavy use of such tools to achieve maximum utilization of material.

(j) Guide Service. Mina Ashraf was designated the official tour guide for the many visitors to the Centre.

(k) Service to users in remote locations. Service was provided by mail and long distance telephone for Esphahan, Mashhad and Shiraz users, as well as by mail for researchers in other countries. No branch stations of any kind were established, however.

(l) Commercial bibliographies, indexes and abstracting service bulletins. These information services were purchased in large numbers and were valuable in extending coverage of material. About 200 of them were received, ~~and back files were available for certain titles~~.

(m) Routing service for professional material. Serials useful in material selection or professional library development were routed to the librarians on the Irandoc and Tebroc staffs. 2000 titles were routed to an average of one person each. About 250 separate serial issues were routed in a typical week.

(n) Selective dissemination of information alerting service. SDI was one of the most important and advanced types of reference service which an information center could offer. In this system, Irandoc's plans called for giving each user regular and continuing service adjusted to his particular needs. After a thesaurus of descriptors was compiled, the research user would be asked to check it against his current research project interests to form a personal interest profile. This profile would be filed for immediate use. As each piece of new material arrived in the Centre each day, it was to be coded with descriptors from the same thesaurus, abstracted and this information placed in a second file. Normally, at this point, a computer would compare the new material descriptors with the patron interest profile descriptors and print out the matches with bibliographic descriptions and abs-

treats of the material. On a weekly or monthly basis, this bibliography would be mailed to alert the user to the arrival of material of potential interest to him. If he believed it would be helpful, he could request the photocopy of an entire paper. Of course, the user descriptor lists would influence material selection, also. Eventually, every Iranian research project should deserve such service.

Irandoc made little progress toward offering SDI service. The lack of an Irandoc thesaurus and of adequate computer hardware, software, and personnel were the primary handicaps. However, the Library of Congress Subject Heading List was available for use as a thesaurus, and a manual SDI system could have been started before machine facilities became available. SDI service was discussed with the Reference staff which was eager to start it, but their familiarity with the concept was still elementary.

(o) State-of-the-art studies by subject specialists. Under this topic was included studies of the status of research on a specialized topic, what had been established conclusively and what remained to be researched. None were produced by Irandoc, almost none of its staff members being capable of working at this level. Apparently, no other Asian documentation center had produced state-of-the-art studies, either. A project for future development.

(p) Research team participation. In this service, Irandoc would appoint a reference assistant to serve on a specific research team. He would be expected to study the project carefully, maintain close contact with team progress, attend team meetings, and provide weekly SDI and literaure searches for them. None yet at Irandoc.

The Reference Department consisted of a chief, two professional assistants (M.S. degrees), seven university graduate subprofessionals, two typists and five clerks. Subject and literature specialties of the bibliographic subprofessional assistants and their degrees were the following: education (M.A.), law (LL.B.), economimics (B.S.), physics (B.S.), chemistry (Ph.D.), dentistry (D.D.S.), and biology (M.S.). In addition, the Department head (Ph.D.) was well acquainted with agricultural literature. All subprofessionals were expected to learn English well and to attend the Department of Library Science. ~~After graduating with master degrees they were scheduled to become Assistant Reference Librarians.~~

Reference staff members answered reference questions, conducted literature searches, prepared bibliographies, carried out abstracting, operated the circulation desk, routed and shelved books, serials and documents. The Iranian Information Network was their responsibility as well as inter-library loan supervision. Each

subprofessional assistant was expected to compile a bibliography of Iranian material in his subject field, and two of these bibliographies were published in 1970. The reference staff completed review of 3500 serial titles which they divided between those to be kept and bound, those to be kept but to be discarded after one or two years on the shelves, and those to be cancelled.

On the first floor of the Modiri building was a small reading room seating ten persons with reference material around the walls. Nearby was an index and abstract service stack room, and adjacent to it an open stack shelving area. The reading room was open to the public 08:00-16:00, five days a week. Irandoc depended heavily on other centers for searches and photocopies of older material.

The Publication Department. -- The following types of publications were planned or published:

(a) The Irandoc quarterly Abstract Bulletin was published in Persian and English and covered all significant Iranian science and social science serial articles. The first abstract bulletin issue appeared in the Spring 1970 with 150 abstracts, and 300 copies of it were distributed. A staff of abstractors was hired in 1969. They were doctoral level subject specialists, mostly university professors. They received abstracting instruction based partly on the abstracting course given in the Department of Library Science, which, in turn, was based on American and British abstracting policies and practices. Subsequently, the publications staff compiled the first Persian language manual of abstracting instructions. Groups of specialists chose the journals to be abstracted, then abstracted the more useful papers in them. Abstracts were written for the papers appearing in 75 different journals. As the abstracts came thru, they were typed, edited, then translated into English, typed, edited, then retyped for publication.

By this time, however, the spring of 1970, the employment situation was deteriorating, and most of the abstractors stopped work before the second issue could be produced. A minimum staff of full-time employees prepared a second issue which was published in February, 1971. By this time, there was not only a shortage of abstractors but a shortage of offset machine time, also, the latter delaying many publication projects or more years.

The Abstract Bulletin was difficult to launch because of its complexity and its dependence on many people to perform tasks new to them. Apparently, this was the first abstract bulletin to be published from Iranian material. Each issue contained a price statement and order blank as well as a blank on which to order photocopies of specific papers. All Irandoc publications were distributed free, at the start, then modest charges were made for them. The Abstract Bulletin subscription rate was 500 Rials or $8 per year. Eventually, the abstract bulletin will cover continuations, standards, reports and newspaper features, also.

(b) Express scanning service through a table of contents bulletin was provided monthly after September 1969. The Contents Pages Bulletin was the first Iranian scanning service bulletin. In the first seven issues, comprising the first volume, 414 contents pages were reproduced, and 2000 copies of each issue were printed. The subscription list included 70 names in several foriegn countries. Annual subscription price was 200 Rials or $5. The bulletin covered the 40 most significant Iranian journals in science and social science. These journals were selected by the original Irandoc abstracting staff. Introductory explanatory material was published in both Persian and English. Blanks enclosed with each number enabled readers to place a new subscription and to request photocopies of articles useful to their research. Several readers requested photocopies after each issue was distributed. Generally speaking, Irandoc publications were aimed at a research and university professor audience.

This publication and the Abstract Bulletin were criticized by certain Iranian scientists as not being useful because the articles listed were of poor quality. No doubt there was some truth to this criticism, but original article quality was not Irandoc's responsibility. Further, this quality should improve in the future. Many of these papers were useful for one kind of reader or another. Simply bringing the material under bibliographic control was a significant accomplishment. In order to obtain additional criticism useful to the editors, a reactor panel of scientists and social scientists was assembled. After their conclusions were received, several minor changes were made.

(c) Irandoc collected government publications assiduously and developed Iran's most complete collection of recent material, about 500 titles being received in 1970-71. To obtain the documents, it was necessary to send a messenger with a letter from the Director to each government agency head each month to ask for all new issues. Since these agencies had no distribution lists and small print runs, it was important to be aggressive in seeking the material. An Iranian government publication index was started to cover this material,

the first such index to be prepared. The index was planned with full entries as well as agency and subject breaddowns. Final copy will be turned over to the Publication Department for printing.

(d) In 1969, the first comprehensive collection of recent Iranian university theses was started, and consequently an index was planned to cover them. This index contained both author and subject sections and was expected to cover bachelors, masters, and doctors level theses. It will be published by the Publication Department.

(e) In 1971, Irandoc started the initial planning for a bulletin to announce its new accessions. All forms of material will be covered and brief entries will be used. The bulletin will be distributed to other research libraries in Iran and abroad.

(f) The Iranian National Union List of Science and Social Science Serials. Irandoc started compiling the Union List as an updating of the 1965 Cento-Department of Library Science Union List of Tehran Scientific Serials. ~~Miss Ashraf was in charge of~~ This project ~~which~~ started in the Spring of 1969 and should be completed in 1971. Irandoc sent out collectors to complete data cards and record the holdings of each library. An Iranian research library code was developed for use in both the Union List of Serials and the National Union Catalog maintained by Tebroc. From these data cards, the information was key punched and stored on magnetic tape. The Union List covered 78 libraries, and 800 social science and 3200 science serial titles were discovered in them. It showed the sparse holdings of Iranian research libraries; few complete volumes of any titles were held back of 1965. Irandoc will print and publish the list for sale to interested libraries, and cooperating libraries will receive free copies of it.

(g) When Harvey moved from the Department of Library Science to Irandoc-Tebroc, he brought under his arm a dozen Masters Papers which had just been completed by graduating students. There was no possibility of getting them published by the University or by Franklin Books. Each one covered some part of the Iranian book world. All were edited and prepared for printing at Irandoc and Tebroc.

Four of the masters papers were published in Persian and two in English. They were the most complete of their kind. They were A Directory of Iranian Periodicals by Pouri Soltani, A Directory of Iranian Newspapers by Parvin Aboozia, and A Directory of Northwest Iranian Libraries by Abazar Sepehri, all three of Tebroc, and finally, A Directory of Northeast Iranian Libraries by Fereshteh Razavi, Ministry of Agricultural Products

Library. Both the Soltani and Aboozia directories were in considerable demand and went out of print in both their English and Persian editions. These directories listed title, publisher, address, editor, language, frequency, price and founding date. 113 newspapers and 250 periodicals were covered. A revised edition of each one was prepared and printed in 1971. 500 Persian and 100 English copies were printed of each one, the second edition doubling this prin. run. The two library directories were issued in paperback editions pending revisions and a final edition combining the library directories for all parts of Iran. They listed the library's name, address, affiliation, volumes, chief librarian, budget, users, and special features.

Several other titles were published in paperback form and in Persian only. They included The List of Tebroc Printed Cards for Sale, a Library Practice Manual, written by Pouri Soltani in honor of Unesco Education Year, Latin Language Serials Published in Iran, Interpretation of the Cutter-Sanborn Author Number Tables by Pouri Soltani, Interpretation of the Library of Congress Author Numbers by Pouri Soltani, and A Directory of Technical Journals for Industry, part of an FID series.

Directories of Iranian publishers, bookstores and libraries, a bibliography of the best books for college libraries, a public library procedure manual, a school library procedure manual, a compilation of Iranian library laws, who's who in Iranian library science, a directory of Iranian reference books, and a Persian translation of Margaret Mann, Introduction to Cataloging and Classification, by H. Ebrami, were available in manuscript form but not yet published. Most of them were Department of Library Science Masters Papers. Hopefully, these titles will be published in the coming year when more press time is available.

1971, the Publication Department contained a department head, a transla-
r, an abstractor, two editors, a draftsman, the Union List of Serials Project
aff of two, and three typists, altogether eleven full-time employees. Also, the
epartment supervised the print shop where an additional staff of six people
rked in two shifts. All of the publications of Irandoc and Tebroc as well as
parent Institute and even some for the Ministry were printed here. 452000
ges of stenciled material were produced in 1970-71. Tebroc's catalog cards
re printed here, also, about 15000 of them in 1970-71. Even with two shifts,
November 1970, they were 28 printing projects behind schedule.

25.71